

Repositioning Health, Education, Social Services and Social Sciences for Maximum Impact and Future Growth

Carol Parker
August 20, 2020



BE BOLD. Shape the Future.

How?

Establish New College of Health, Education and the Social Environment/Social Sciences*

- Organize as non-departmentalized Schools
- Focus on growing academic programs that improve health, education and social outcomes/equity
- Focus on growing academic programs with high impact on regional job creation
- National search for new dean

**or similar name*

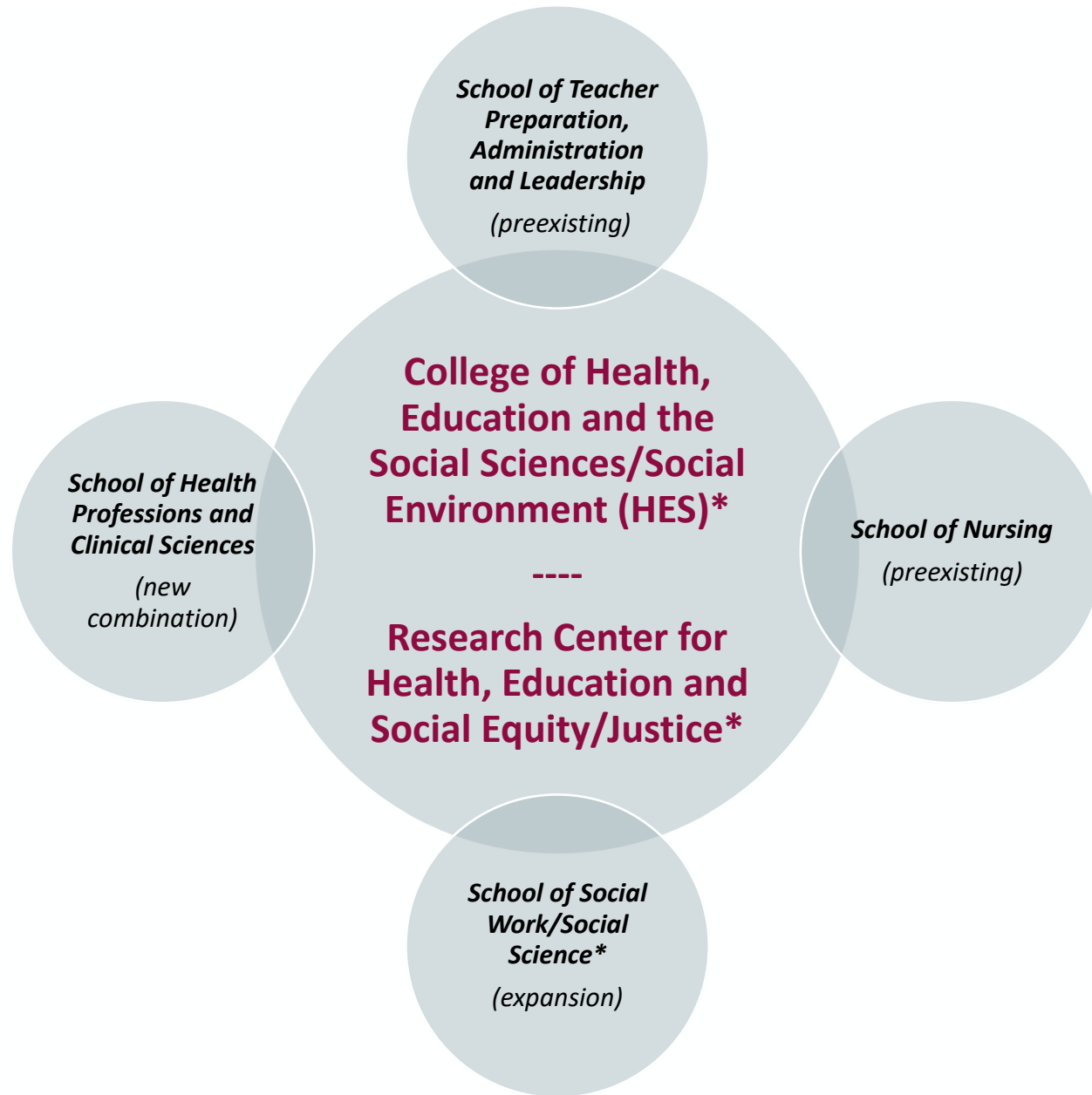
Establish New Research Center*

- Focus on interdisciplinary research that improves health, education and social outcomes/equity
- System wide units, A&S, ACES, BUS and ENG, etc., also potential PI's
- Focus on extramural funding
- Opportunities to seek a Transformation Grant to establish
- Dean serves as Executive Director

**needs name*

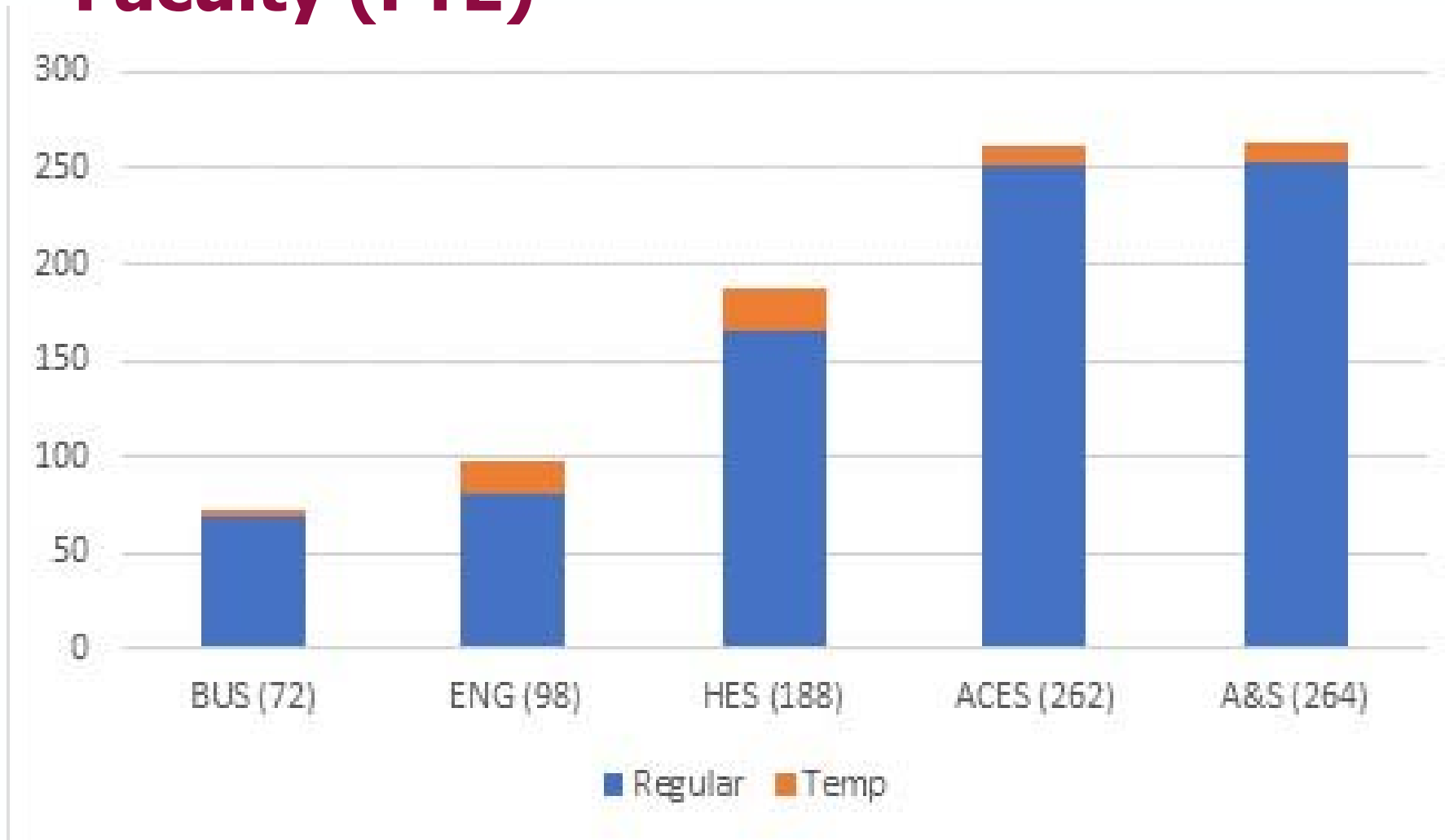


BE BOLD. Shape the Future.



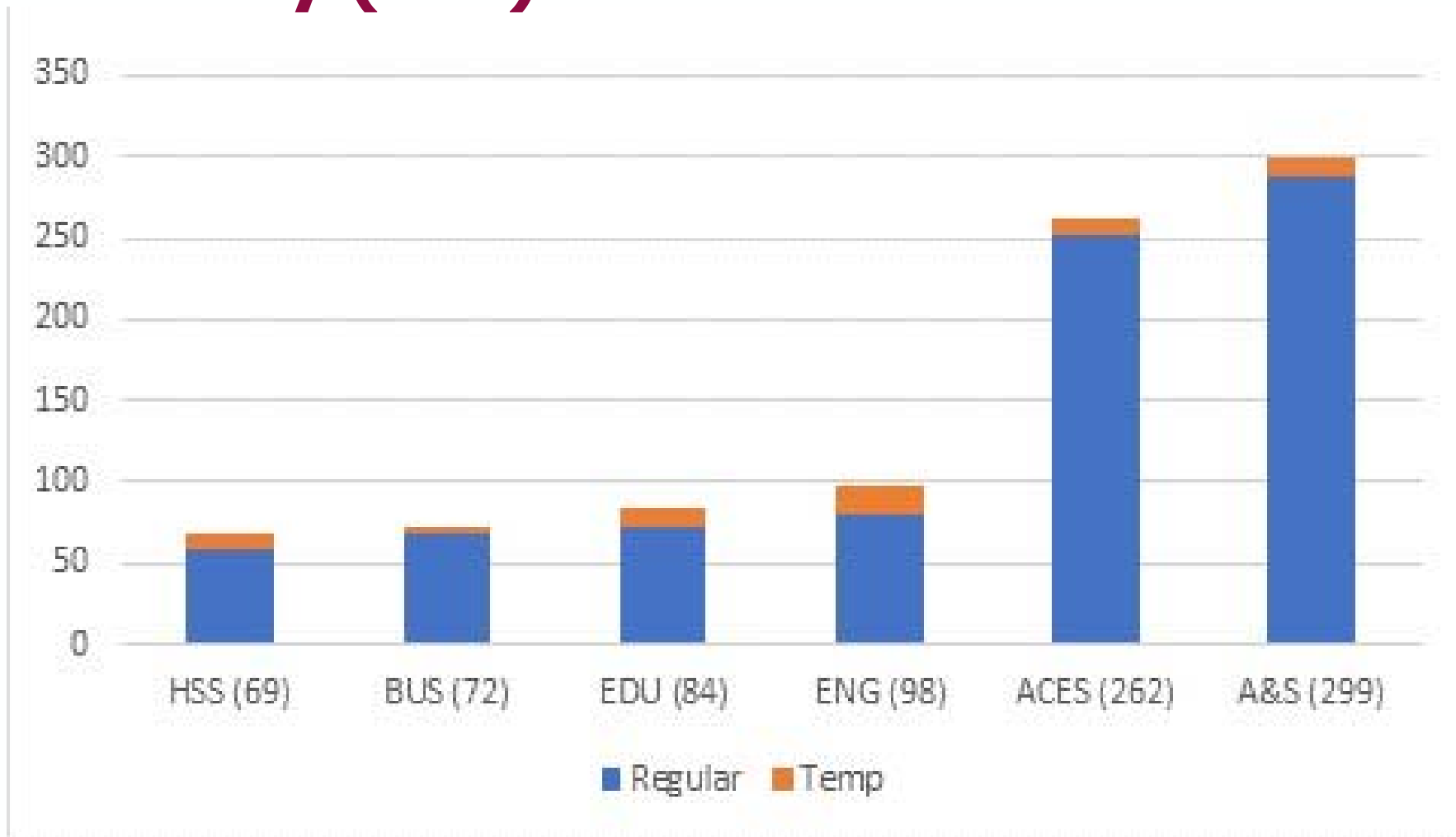
BE BOLD. Shape the Future.

Proposed Distribution of AY2020-21 Faculty (FTE)



BE BOLD. Shape the Future.

Current Distribution of AY20-21 Faculty (FTE)



BE BOLD. Shape the Future.

Why Reposition?

- Support growth of academic programs in areas of high demand for regional workforce development
- Grow interdisciplinary research, proposal submittals, and graduate education in these areas
 - *LEADS 2025 Grand Challenges* alignment
- Integrate smaller colleges into larger, stronger, more fiscally balanced college
- Why now? Reduce administrative costs by consolidating leadership and admin positions (search for 1 dean, not 2, etc.)

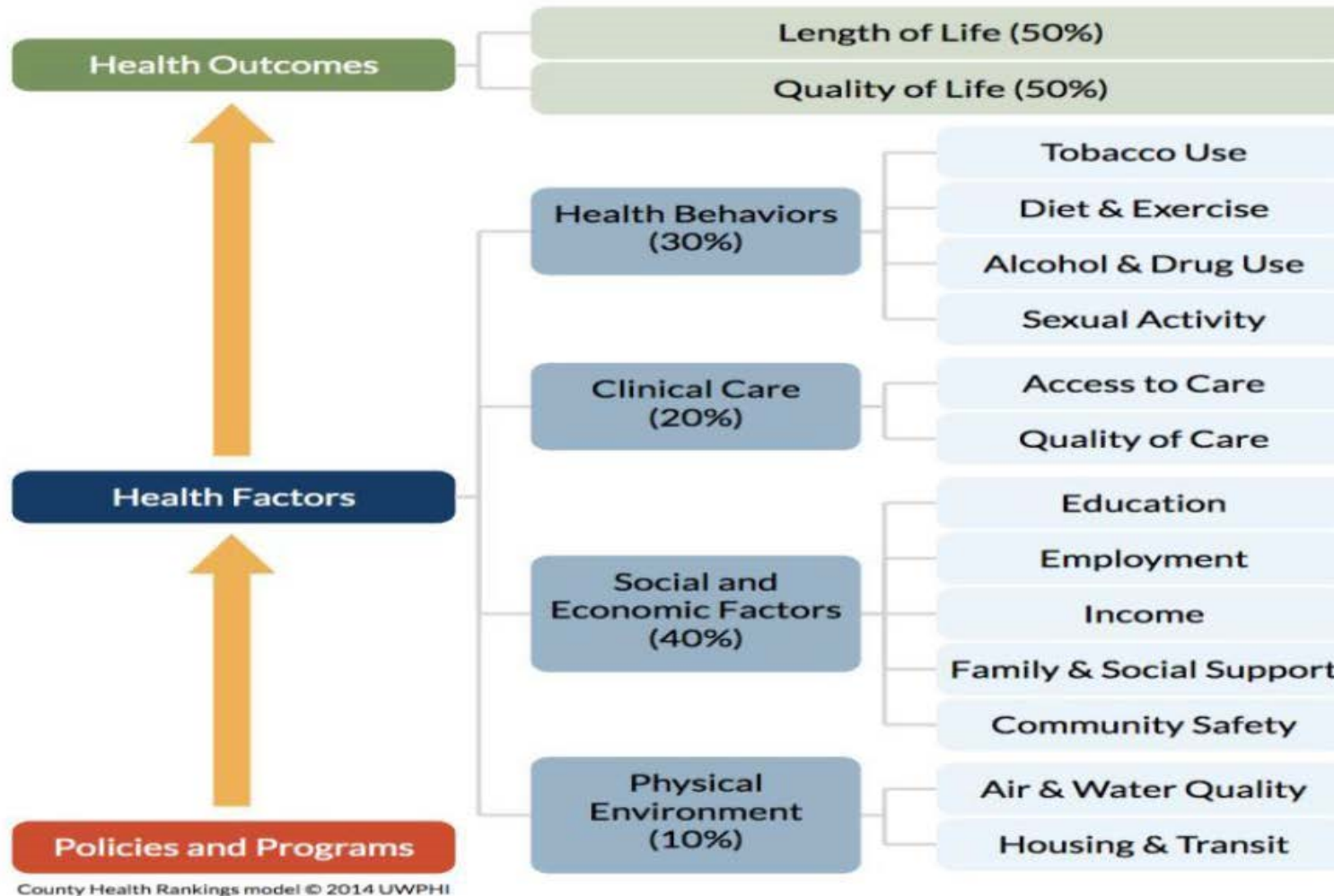


Why Reposition?

- Support maximum synergy among researchers and academic programs focused on promoting improved outcomes in health, education, social mobility, criminal justice, economic opportunity, public policy, and eliminating the downstream effects of inadequate public policies, systemic bias and racism
 - The next slide depicts interconnectedness and influence of societal elements on health outcomes, as just one example



County Health Rankings Model



BE BOLD. Shape the Future.

HES Research Components

- *New Interdisciplinary Center.* Administers, in coordination with VPR strategies, all health, education and social science/social environment research within new college together with interested faculty from other units across the system, and community organizations
- *Transformation Grant Potential.* Seek start up support from foundations, etc.



HES Research Components

- Possible internal and external collaborators:
 - Economics, Applied Stats and Finance in BUS
 - Nutrition, Consumer and Family, Extension Education in ACES
 - DA Wellness Institute; Burrell COM
 - BEST, CLABS, Beyond Borders, etc.
 - Others?
- PI's academic homes get all credit for research expenditures
- Center operations funded by IDC



HES Organizational Structure: Non-Departmentalized Schools

- *School of Teacher Preparation, Administration and Leadership* (existing)
- *School of Social Work/Social Science* (expansion)*
 - Social Work, Sociology, Criminal Justice, Ethnic Studies, Philosophy, Government, Gender and Sexuality Studies, Public Administration, Public Policy, etc.
 - Other new programs?

*Task Force guides input and development process



BE BOLD. Shape the Future.

HES Organizational Structure: Non-Departmentalized Schools

- *School of Nursing* (existing)
- *School of Health Professions and Clinical Sciences* (new combination)*
 - Public Health, Counseling Ed Psych, Communication Disorders, Kinesiology, Psychology?, etc.
 - Potential for new programs, e.g., Med Lab Tech, etc.
 - BCOM Affiliation, BS/MD (3+4), Health Sciences BS
 - Other new programs?

*Task Force guides input and development process



BE BOLD. Shape the Future.

Traditional Department Framework

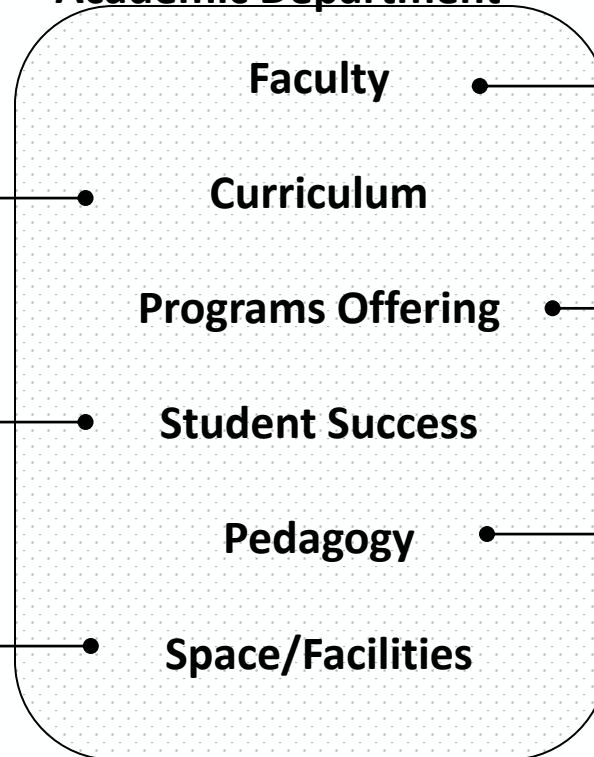
Department Head

- Majors
- Course Offerings
- Gen Eds

- Advising
- Mentoring
- Credit Transfers

- Course Scheduling
- Offices
- Labs

Academic Department



Dean

- Hires
- P&T
- Workload

- Majors
- New Programs

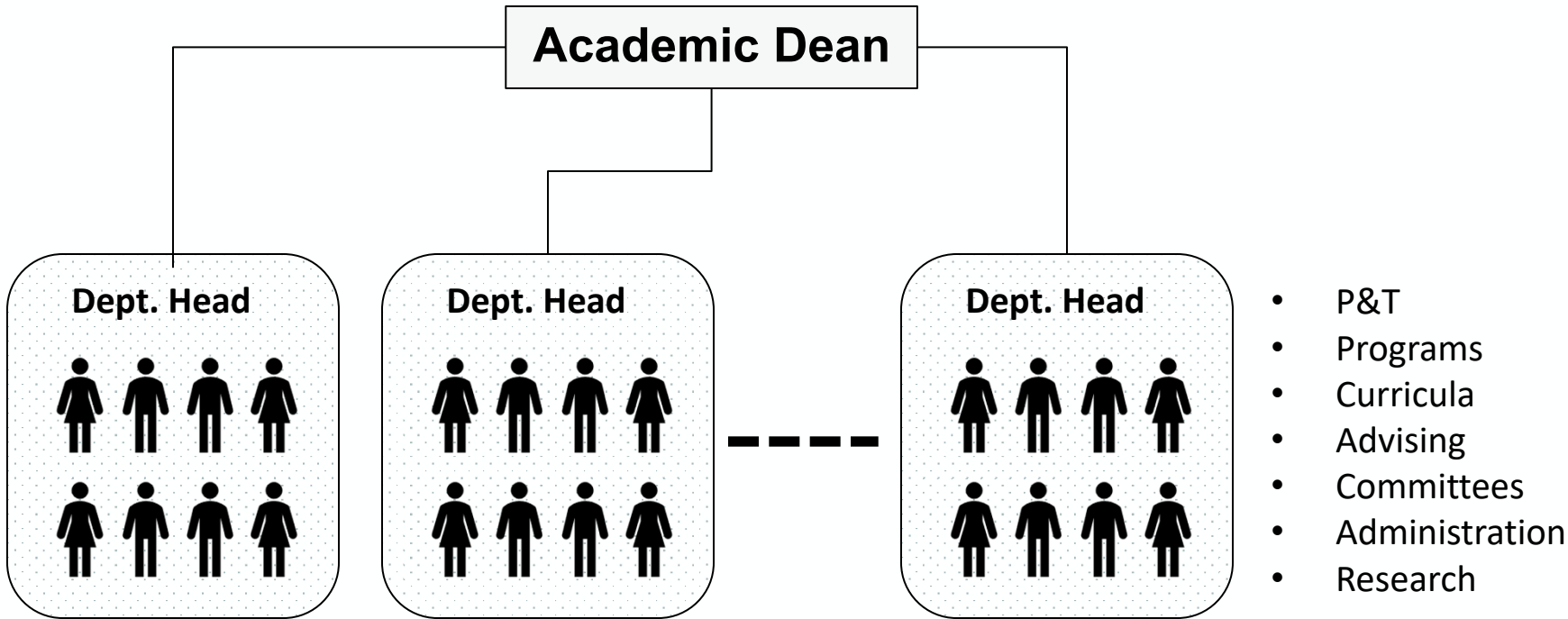
- Online initiatives
- Training programs



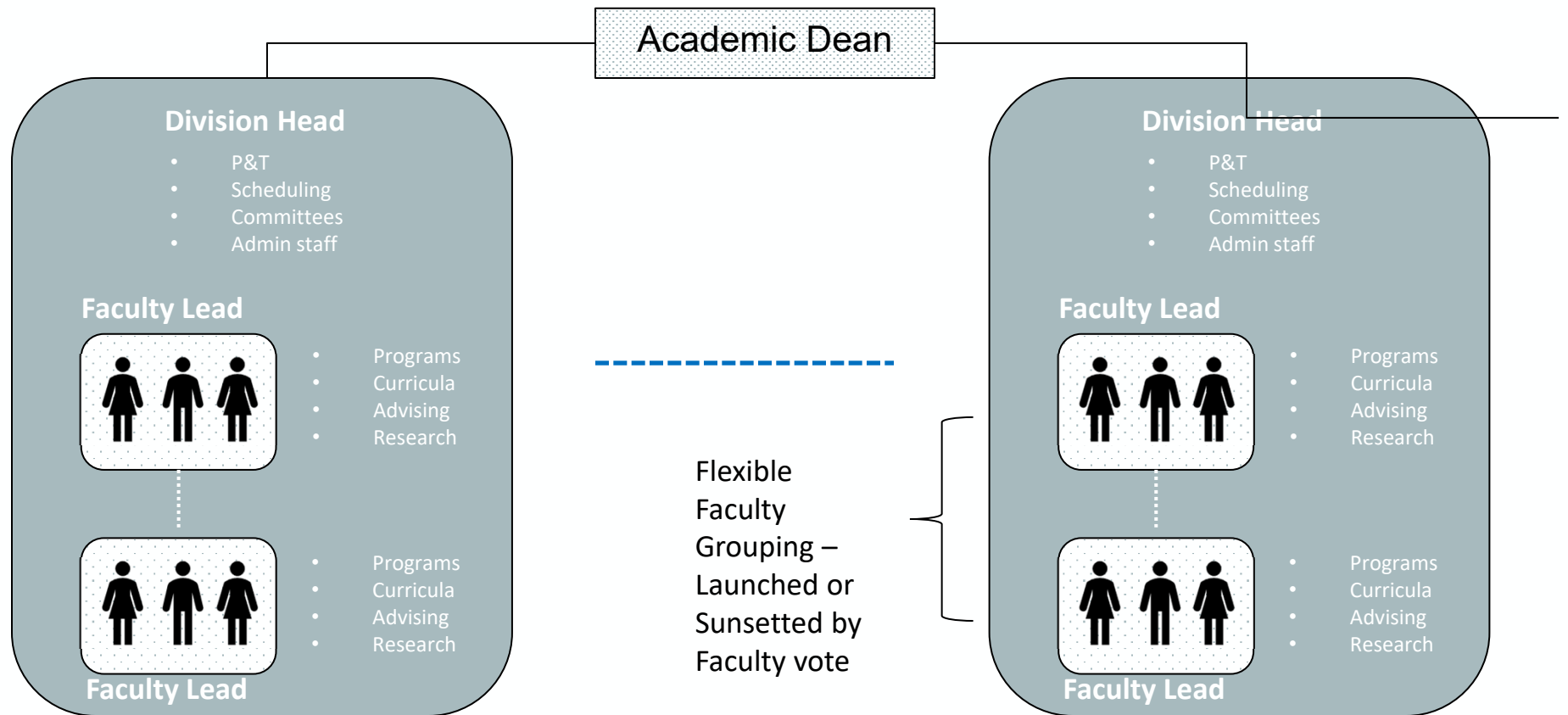
BE BOLD. Shape the Future.

New Mexico State University

Traditional Disciplinary Org Structure (Silos)



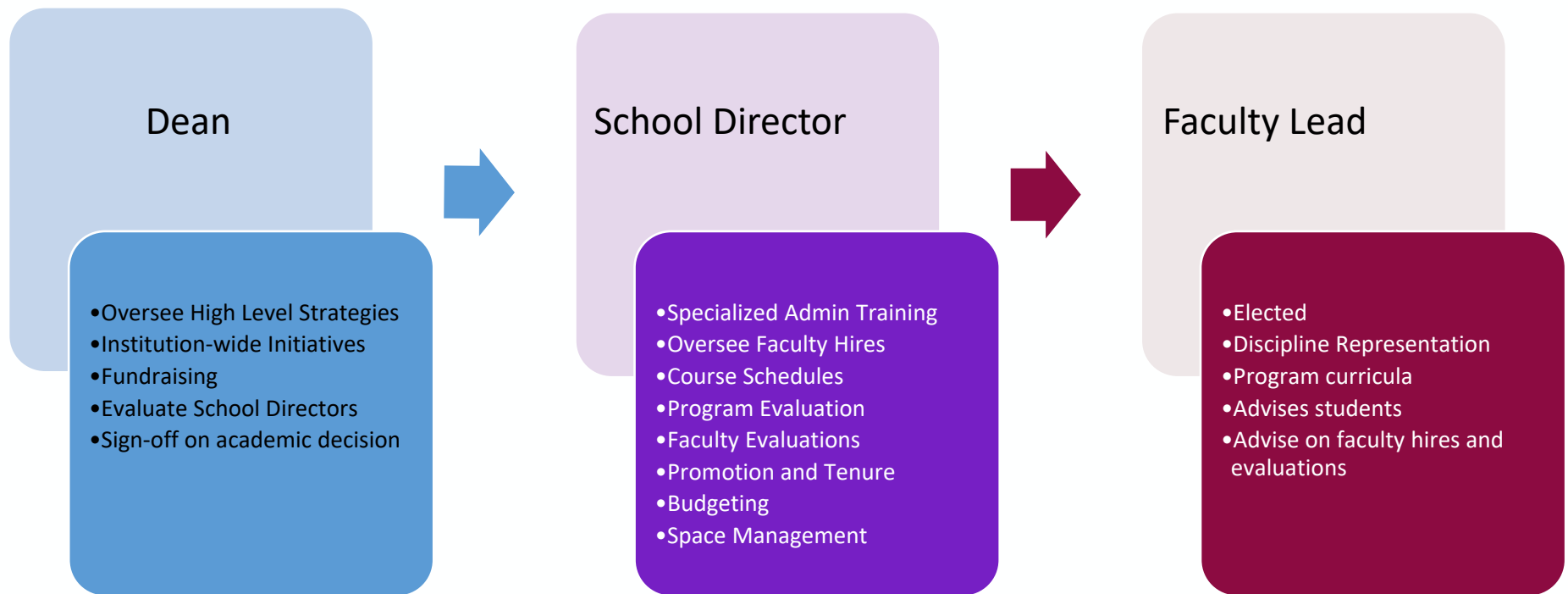
Multidisciplinary Non-Departmentalized Framework



BE BOLD. Shape the Future.

New Mexico State University

Multidisciplinary Non-Departmentalized Framework



Internal Promotional Opportunities in New College

- Associate Dean for Academic Affairs
- Associate Dean for Research/Associate Director of Research Center
- Director of School of Teacher Preparation, Administration and Leadership
- Director of School of Health Professions and Clinical Sciences
- Director of School of Social Work/Social Science



Challenges or Concerns

- Shifts Authority to School Directors?
 - Dean better able to focus on fund raising, strategy, leadership
 - School Directors serve as frontline academic administrators
- Faculty Governance?
 - Unchanged
- Maintaining Disciplinary Excellence?
 - Faculty can still organize along disciplinary lines within school
- Academic Programs Elimination Worries?
 - Reduction of administrative costs from smaller programs more likely to help preserve them



Challenges or Concerns

- Tenure Process Disrupted?
 - Policies, standards and procedures will have to be retooled*
- Faculty judged by another discipline's standards?
 - Should serve as a source of disciplinary growth
 - Schools may enrich disciplinary excellence with other mission priorities
- Accreditation/State Authorizations?
 - Robust infrastructure already in place to ensure compliance

*Preexisting probationary appointments would continue under current standards



Relevant Policies

- NMSU Regents Policy Manual, 4.00, Academic Matters
- NMSU Administrative Rules and Procedures, 2.15, Modifying Academic Units



Optimal Timeline

Fall 2020

- Task Force co-led by deans of Health, Education and Arts and Sciences gathers faculty input, and devises blueprint for new schools
- Hire search consultant; develop dean posting to launch search as quickly as possible
- Reach out to foundations and funding agencies for extramural support
- Communication campaign; presentations to Faculty, Staff, alumni, Board of Regents, etc.

Spring 2021

- Commence internal searches for associate deans, school directors where needed
- Formal Faculty Senate and Board of Regents approval
- Commence organizational and financial restructure in Banner



Optimal Timeline

Fall 2021

- Launch! New dean in place
- Initiate set up of research center
- Transformational grant in place, or pending



BE BOLD. Shape the Future.

Resources

- NMSU Health Care and Health Services Task Force report, June 24, 2020
- *Burrell College of Osteopathic Medicine*, academic affiliate of NMSU since June 10, 2014
- ACES Cooperative Extension Service: Health, Economic Development programs, etc.)
<https://extension.nmsu.edu/index.html>
- Dona Ana Wellness Institute,
<https://www.communityfoundationofsouthernnewmexico.com/working-together/dona-ana-wellness-institute/>
- Domenici Institute, <https://domenici.nmsu.edu/>
- U.S. Is Lagging Behind Many Rich Countries (July 2, 2020, NYT),
<https://www.nytimes.com/interactive/2020/07/02/opinion/politics/us-economic-social-inequality.html>



Contact Information

Carol Parker

Provost and Senior Vice President for Academic Affairs

<https://provost.nmsu.edu/>

provost@nmsu.edu



BE BOLD. Shape the Future.